Request For Proposal (RFP)

Community Integration

“Our Mission: Empowering Communities to Empower Veterans”

The following RFP is intended to solicit proposals from selected community-based organizations in San Diego, CA area for the purpose of supporting existing programs serving all Warriors with issues from transition to quality of life. Organizations will have 30 calendar days from the date of the application to submit a full proposal. Please read the entire RFP carefully and submit all documents, in full, by the date requested. Improperly submitted or incomplete proposals will not be considered. Support in preparation of proposals is available at efloyd@americaswarriorpartnership.org.
Definitions

**Advocacy** is actively engaging a Warrior by holistically assessing opportunities available, increasing awareness, educating the Warrior and navigating community and VA services.

**America’s Warrior Partnership** is the creator of Community Integration.

**Case Coordination** is the holistic, one-on-one intake and follow-through provided by the program agency for Warriors. This encompasses all data collection, advocate assignment, and reporting metrics.

**Collaborating agencies** are those collaborative organizations that partner with you to provide appropriate services to Warriors.

**Community Integration** is a proactive, solution-focused Warrior-centric network model, encompassing and emphasizing four steps – Connect, Educate, Advocate, and Collaborate - when meeting the needs of Warriors and when forming collaborative relationships with other service agencies.

**Connect** is to identify Warriors through a comprehensive plan of proactive outreach and to link them to the program agency’s network of resources.

**Direct support** is financial assistance given directly to Warriors, Warriors’ debtors or their agents. This may also be understood to include debit cards, gift cards, gas cards, or other such cash equivalents; and is not approved by this grant.

**Four-step plan** is the foundation of the Community Integration model: connect, educate, advocate, and collaborate with and Warriors and the community.

**Holistic approach** is addressing many facets of a Warrior’s life as part of working with the Warrior. America’s Warrior Partnership identifies eight specific holistic life areas in our service model: housing, employment, education, access to earned benefits, recreation, physical and mental health, spirituality, and relationships.

**Identify** is to ascertain or document an individual as being a Warrior and to establish a relationship by obtaining contact details and basic demographic information.

**Outreach** refers to the actual face-to-face engagement with a Warrior, with the express intent to develop a relationship and holistically serve the Warrior, with recurring interactions. Outreach is a mobile effort that should take you out into your community/catchment area to identify Warriors. Extensive outreach efforts are the foundation of a community’s program.

**Overhead** is also known as administrative costs. These are costs that are not directly related to outreach, case coordination, and community building such as administrative staff (usually the financial officer, administrative assistant, IT specialists, etc. unless they are directly providing or supervising outreach, case coordination, and/or community building) and operating expenses of a business (examples - rent, mortgage, utilities, insurance, staff meetings, taxes). Up to five percent (5%) of the requested funds can be allocated for overhead.

**Program agency** is the local, community-based organization (this is your agency) applying to America’s Warrior Partnership to carryout Community Integration.

**Program Support** is also known as operating expenses. These are costs associated with outreach, case coordination and community building to include salaries for personnel, fringe benefits associated with aforementioned salaries, mileage reimbursement, equipment, printed materials, community engagement activities and supplies required to perform outreach and the other program deliverables. For further clarification on acceptable expenses, please email efloyd@americaswarriorpartnership.org.

**Target population** is all Warriors.

**Warrior** is a veteran, active duty service member, National Guardsman, Reservist, family member, caregiver and/or surviving family.
Introduction

America’s Warrior Partnership is pleased to extend this request for proposals (RFP) for program support of an existing program agency that will primarily perform outreach and case coordination in order to provide advocacy services to Warriors. The general goal of this RFP is to create a better quality of life for all Warriors in partnership with 2-1-1 San Diego/Community Information Exchange. Through outreach and engagement, the program agency will work collaboratively to link Warriors to mainstream services, such as employment training/placement, educational advancement, housing, and any additional services that will benefit Warriors. America’s Warrior Partnership’s philosophy is for community veteran organizations to take a proactive and inclusive approach to identifying and connecting with Warriors, and then linking Warriors to agencies who provide appropriate services. This program is called Community Integration, which is built on what America’s Warrior Partnership has identified as four steps in providing an impactful community network of services and to ensure best practice methods. These four steps are Connect, Educate, Advocate, and Collaborate. This Four-Step Model emphasizes a one-on-one approach with Warriors, applying a holistic view that takes into account both service-related events and life events after service.

For purposes of this RFP, program support is defined as all normal program functions such as personnel, travel, and outreach expenses. No funding will be provided for direct support of Warriors. For example, America’s Warrior Partnership does not provide funds to Warriors, their debtors or agents, to pay back rent, bus fares, car repairs, etc. No special projects such as hunts, seminars, fishing trips, etc. will be funded.

Total funding available for this grant solicitation is $60,000 with funding available for up to $30,000 per organization with a focus on filling gaps that exist in engagement and employment in the San Diego, CA area; not to exceed 25% of qualified organizations’ total operating budget. Up to five percent (5%) of the grant request may be allocated for overhead. All funding is granted on an annual basis, to be distributed on a quarterly basis after receiving monthly reports and/or required documentation.

The term covered by this RFP is for one year. Programs will be reviewed monthly, quarterly, and annually.

The short-term outcomes of Community Integration are to maximize a community’s coordination and provision of resources to Warriors by:

- Identifying non-profit organizations, referred to as program agencies, which will perform and focus on engagement and employment.
- Facilitating linkages among the community’s resources to aid Warriors.
- Knowing each Warrior engaged, housing the homeless, employing the unemployed/underemployed, enrolling those eligible in benefits (VA healthcare, VA eBenefits, and VA education), and supporting those in school.

America’s Warrior Partnership will monitor the program agency’s performance monthly and quarterly by monitoring efforts made toward achieving the following intermediate Community Integration objectives. Of the Warriors identified by the most recent Census, the local program agency will work to:

1. Identify a minimum of 80% of Warriors in the community by obtaining and maintaining the Warriors’ following current information: contact details (i.e. name, address, phone, email, etc.); basic demographic information (i.e. gender, date of birth); education status; housing status; employment status; healthcare (VA enrollment and eBenefits) status; and quality of life. The total number of veterans in the community is estimated by the most recent US Census by county served. This is expected to take place over the course of the term of the RFP, incrementally, until the target number for this grant is reached and measured on a monthly basis.

2. Enroll 50% of the identified, eligible Warriors in education through any form of the United States Department of Veterans Affairs (VA) veteran’s education and training program and/or vocational rehabilitation and employment programs.

3. Of those identified Warriors utilizing any form of the United States Department of Veterans Affairs (VA) veteran’s education and training program and/or vocational rehabilitation and employment programs, 90% will be on track to complete course work, job training, or job certification programs.

4. Reduce Warrior homelessness by 70% for Warriors seeking housing in the designated communities.
5. Reduce Warrior unemployment in the designated communities by 3% percentage points below the community average or below 6% (“fractional full employment”) for those employable.

6. Enroll 100% of eligible Warriors in Veteran Affairs, specifically eBenefits and healthcare.

7. Develop and maintain a community analysis (i.e. mapping out) of services to identify gaps in availability of services as they pertain to the following 8 pillars: Permanent Housing; Employment; Strong Relationships; Spirituality or Purpose; Education; Benefits; Physical Health; and Recreation.

8. Demonstrate improvement of quality of life among Warriors through a three question survey at the following times: at intake, every 3 months following intake for those actively receiving services, and annually for all Warriors. (Quality Of Life: I am able to adapt, I feel supported by the community, I tend to bounce back: Agree, Unsure, Disagree)

9. Improve community’s ability to support Warriors evaluated by the Community Assessment Tool, a Likert-based scale for measuring the overall effectiveness of community-level integration project.
Guidelines for Community Integration

1. Every new Warrior contact will be documented in WarriorServe®, or an equivalent database. Any database used must be searchable in order to report data in a timely fashion. At intake basic demographic and contact information will be recorded along with the need as stated. Each subsequent contact will be recorded with the date, the issue identified, the person handling the contact and the action taken.

2. Each Warrior must be contacted regularly unless the Warrior withdraws from services. The database will be updated accordingly, even if to report no change. Warrior quality of life will be measured regularly as mentioned on page 4.

3. America’s Warrior Partnership may perform site visits as needed; records should be made available upon request.

4. Community Integration is based on advocacy, not direct service. Services are limited to case coordination and advocacy with other agencies for the fulfillment of connecting Warriors to services.

5. Salaries may not exceed the community standard. Qualified mileage for staff will be paid at the prevailing government rate.

6. Office space will be provided by collaborations with existing agencies whenever possible. No America’s Warrior Partnership funds are available for capital expenses or payment of existing debt.

7. Whenever possible, volunteers, will be utilized to keep down administrative costs and expand capacity.

8. Collaborations must be made with any existing Veterans Administration care facility, military installation or other military complex, and with other veteran service organizations.

9. No funding will be provided for any service already offered by another agency. Instead, collaborations must be built.

10. All responses, including supporting attachments, are due via e-mail within 30 calendar days of the date of application. Submit via email only to efloyd@americaswarriorpartnership.org. Please send only PDFs. No faxed, mailed, or overnight submissions.

11. Quarterly reporting of financials – expenses made with grant: actual vs. projected bid, Balance Sheet - and program outcomes are to be submitted by the 7th of the month following the quarter’s end to efloyd@americaswarriorpartnership.org.

12. Program agency and America’s Warrior Partnership will maintain records of reports and outcomes.

13. Program agency must be available to attend status update teleconference calls monthly as necessary.

14. Program agency representative must attend the annual Warrior Community Integration Symposium and Community Integration Workshop to improve knowledge of best practices, industry trends and resources available. Expenses to attend the symposium must be written into the grant budget.

15. Program agency must provide 3 success stories during the grant period following America’s Warrior Partnership guidelines and highlighting the community’s ability to assist veterans demonstrating the holistic approach and collaboration.

16. Program agency must work with America’s Warrior Partnership on a routine basis to ensure best practices and successful implementation with the Four-Step Model.
RFP Process

E-mail efloyd@americaswarriorpartnership.org with intent to submit a response within one week of invitation.

All questions/clarifications regarding this RFP may also be directed to this email address.

All responses, including supporting attachments, are due via e-mail within 30 calendar days of the date of invitation. Submit via email only to efloyd@americaswarriorpartnership.org. Please send only as a PDF. No faxed, mailed, or overnighted submissions are accepted.

Decisions will be made within 90 calendar days of receipt of proposals and may require additional information to bring the proposal into compliance within guidelines. Please fill in the below date table to determine your deadline and submit with your proposal.

<table>
<thead>
<tr>
<th>Event</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>Invitation and RFP open</td>
<td>1/30/2020</td>
</tr>
<tr>
<td>Intent to submit a response sent</td>
<td>2/6/2020</td>
</tr>
<tr>
<td>Deadline for submitting proposals (30 days from invitation and RFP received)</td>
<td>3/1/2020</td>
</tr>
</tbody>
</table>

This RFP does not constitute a contract. America’s Warrior Partnership is not responsible for any costs associated with responding to this RFP. America’s Warrior Partnership reserves the right to enter into a contract with any provider or no provider at its sole discretion.

Intellectual property shared with grantees for the purposes of program development remains the sole intellectual property of America’s Warrior Partnership. For purposes of clarification, this Agreement is not intended to and shall not give rise to any form of centralized management between the Parties, and there shall be no actual or deemed ownership interests in any Party’s programs or services conveyed to either Party by way of this Agreement. Any unauthorized use will result in an immediate withdrawal of funding.

All information provided in this RFP is considered proprietary and confidential and may not be shared except for the purpose of completing a response to this RFP. The Model as described in the introduction and set forth in Section 5 of the RFP is copyrighted and is the intellectual property of America’s Warrior Partnership. Use of this Model is by permission only. All rights reserved.

Instructions for completing and collating your RFP response

There are seven sections of the RFP. Please follow these general instructions to complete the RFP, unless there are instructions within a section stating otherwise.

1. Please write and limit section responses to no more than one page narratives, single spaced, using Arial font, with a font-size no larger than 12 and no smaller than 10.

2. Consecutively number the pages in the bottom-right corner of your response, starting with the cover page as the first page, narrative responses to section 1-7 followed by requested tables (if applicable), and continuing with the attachments. Hand-numbering is acceptable.
Cover Page
Please submit this section as the first page of your application.

Name of submitting organization:
Name and title of the senior representative of the organization:
Email and phone number for the senior representative:
Name and title of person to contact regarding submitted proposal (if different):
Email and phone number of person to contact regarding submitted proposal (if different):
Headquarters address:
Mailing address (if different):
Date of invitation to submit:
Date of submission:
Dollar amount of support requested:
(Must not exceed 25% of agency’s total budget)
Counties served for this grant:
Total veteran population in the counties listed above:
(According to the most recent US Census)

Section 1 Needs Assessment
Tell us why your community would benefit from Community Integration. Identify current barriers to success in connecting Warriors to the 8 holistic pillars. Be as specific as possible.

Section 2 Organization Overview
Please include in this summary anything that America’s Warrior Partnership needs to know about your organization in general, how your mission/strategy aligns with this grant, and why you should be funded. Provide all information requested even if provided elsewhere in your proposal. Include in your summary the following:

1. How long have you been in existence?
2. Are you a 501c(3); when did it begin?
3. Please give us your mission statement.
4. What is your website address? If you have any social media, please list.
5. Describe how the organization defines results and how these results are tracked.
6. What is your experience with grants? What is the largest grant you have received? Do any of your agency’s funders require reporting? If so, what do these reports entail – reporting frequency, outcomes, etc.? Are you in good standing with your funders?
7. Please explain if your organization has any legal actions pending.
Section 3 Organizational Finances

Please include in this summary anything that America’s Warrior Partnership needs to know about your financial situation. Provide all information requested even if provided elsewhere in your proposal. Include in your summary the following:

1. Describe your funding sources by category for the past two years. For example: $25,000 in grants, $10,000 in donations, $15,000 receipts of fundraisers. Indicate next to each if these are recurring gifts or one-time sources of revenue. A table format is acceptable.

2. Please explain if the organization has any outstanding debt.

3. Please explain if your company has any outstanding federal obligations.

4. Please provide a three-year plan to sustain funding and operational capacity for the organization. Be sure to provide prospective/potential sources and uses. Provide as much detail as possible. It is important to display the ability to continue operations funded by the RFP even after Community Integration funding has ended.

Section 4 Existing Program Overview

What services do you provide and what is the population you serve? How do you track your Warriors and define your results/outcomes? Where are you located? What have been your successes to-date and your challenges? Who in your community supports you? What is your vetting process for determining client eligibility?

Most importantly, summarize your current outreach program. How do you identify and engage Warriors? Include both passive means (such as advertising) and active means (such as staff activities). Where do these activities take place? With whom do you collaborate to find Warriors? How many staff members are engaged exclusively in outreach? How do you track the Warriors reached by your outreach staff? How many staff members are engaged in supporting coordinated services? How do they currently work with partners to coordinate services?

Section 5 Four-Step Model Plan of Action

Community Integration, as created by America’s Warrior Partnership, is designed to be a flexible model for all communities. America’s Warrior Partnership follows an action plan called the Four-Step Model to implement Community Integration when engaging Warriors and linking them to community resources. Implementing and maintaining the Model requires planning and coordinating, knowledge of available resources, a strong network of partners with whom to collaborate, and a framework for reporting the program deliverables. In this section, please develop a detailed plan of action as to how the four step plan will be used within your community.

The four steps are:

1. Connect

   - Identify and connect Warriors through a comprehensive program of outreach
   - Establish a community organization to be the single point of contact for all Warrior community programs and Warriors in need of assistance
   - Network with local agencies
   - Work with partners to encourage local events that are designed to engage Warriors
   - Provide Warriors with designated staff to work one-on-one with them to connect them with the agencies and programs that provide services
Involve Warriors in the planning and implementation of their personal goals and objectives

Develop relationships and identify shared goals with partner organizations

Engage stakeholders within the community to develop a comprehensive approach to ensure best practices

2. **Educate**

   - Educate the community as a whole about the needs of the Warriors (Chambers, Rotaries, Universities, Government officials, etc.)
   - Inform Warriors of the opportunities and services available to them both locally and nationally
   - Bring together leadership within the community to share best practices (i.e. round table meetings)
   - Harness information flow and thought leadership with partners and stakeholders
   - Develop a resource manual which identifies community organizations and national endeavors, funding and/or service availability, eligibility criteria, and contact information
   - Create solutions to gaps in services for Warriors

3. **Advocate**

   - Utilize a case coordination approach
   - Create a holistic plan within your organization that reduces red tape, eliminates duplication of efforts, and effectively focuses on results for both Warriors and the community
   - Navigate through complex resources, benefits and opportunities available to Warriors
   - Advocate greater awareness in the community for Warriors and their families
   - Establish a high standard of Warrior care locally through a well-developed and implemented Model
   - Follow – up to ensure Warriors receive access to support and resources
   - Build lasting relationships with Warriors in your community
   - Establish grassroots endeavors that provide a clear vision and measurable outcomes

4. **Collaborate**

   - Establish solid relationships within the community
   - Offer greater opportunities for Warriors
   - Work effectively with partners and stakeholders at all levels to facilitate total Warrior care
   - Enhance the resources available in the community for Warriors
   - Bridge the gap between Warriors and life changing resources as they pertain to the 8 pillars
   - Build a strong foundation centered on collaboration that ensures a well-maintained flow of information and maintains solid leadership
   - Embrace relationships, networks of partners and a system of shared goals with partner organizations
   - Work with America’s Warrior Partnership’s *The Network*, for transitioning veterans (and their families) to other communities and when local resources are exhausted
Section 6   Outreach Plan

For the program objectives outlined on pages 3 and 4 of this RFP, describe clearly and concisely your plan for outreach to Warriors and a realistic staffing plan to do so. **Before writing your response, refer to the definition for “Outreach” under Definitions on page 2.** Be sure to include the following in your response:

1. Specify routine locations where you envision the on-going outreach efforts will take place, e.g. the VA, job fairs, etc.

2. **Outline how your outreach program will change:** how it will be performed, i.e. how Warriors will be identified and engaged, where outreach will be performed, etc. Please give details concerning the way you intend to collaborate with other agencies and/or individuals to find and identify Warriors. Include the names of these agencies and the role you expect them to play as you expand your outreach efforts.

3. Describe how you intend to leverage general marketing techniques, social media, and press to support outreach.

4. Describe what you consider are additional successful outcomes and how you intend to track them.

Section 7   Coordinating Services / Achieving Program Objectives

Not every community will have every resource and the same kind of resources as other communities. However, every community will have some resources available. **Please list those community resources your group can leverage, especially in order to achieve the program deliverables. If no agency within your community exists to provide a service related to a program deliverable, then please explain how you will overcome this.**

1. Describe how referrals and coordination of services will be provided with other agencies that will enhance services to Warriors and reduce duplication of efforts already in place, including a list of service providers that will be utilized (list in a table format, along with their respective services).

2. Describe how you plan to track identified Warriors – the type of database you will use, how frequently contact will be made with the Warriors, what methods are used for communication, and how often case notes are updated.

3. Provide a sample report from your database demonstrating ability to track the desired outcomes of this grant.

4. Create targets for each of the intermediate objectives described on page 3:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Identify a minimum of 80% of Warriors in the community</td>
<td># of veterans identified</td>
<td>An average of 10 per month</td>
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5. Provide a budget narrative that aligns with your plan for outreach and coordinating services.

6. Provide a detailed timetable for implementation of your Community Integration program, with the starting point as grant agreement execution. Be sure to outline and name the action/event by monthly occurrence, such as adding the program deliverables for Community Integration to your reporting system by month 1 and so forth. Please provide in a matrix, table, or bulleted format.
Attachments

IMPORTANT: Please read and follow the instructions below. Applications may not be considered if the attachments are not collated per the instructions and/or if there are missing attachments.

This section is critical to the overall evaluation of your RFP response. Any item left unaddressed may automatically disqualify your RFP response. If you are missing any of the requested information, please provide an explanation as your attachment and when you expect to be able to provide it labeled with the appropriate attachment title. For example, a newly created agency may not have an audit. Entitle the page as “Attachment E Audit” and state that you’re newly created, but you expect to have your first audit performed next fiscal year. Failure to include requested existing documents may constitute grounds for denial or, if discovered at a later date, withdrawal of funding. If you have questions, direct them to efloyd@americaswarriorpartnership.org.

- Attachment A  Copy of 501(c)3 Determination Letter
- Attachment B  Completed Form W-9
- Attachment C  Board List, with contact information, professional associations, and officers identified
- Attachment D  Agency’s Annual report
- Attachment E  Annual Audit, Certified Financial documents, or bank statements for most recent three months if audit is not available yet due to newly formed organization
- Attachment F  Form 990 for the two most recent fiscal years or certified financial statement prepared by a CPA if Form 990 is not available yet due to newly formed organization
- Attachment G  Agency-wide organizational budget for current fiscal year and provide line items sources of revenue and detailed expenses
- Attachment H  Grant Budget (use the template provided in this application)
- Attachment I  Profit and Loss Statement for current fiscal year and for last fiscal year
- Attachment J  Baseline Report (use the template provided in this application)
- Attachment K  Previous outcomes for two years
- Attachment L  Organizational Chart

Please be sure to include the Cover Page.